

CENTRAL KAROO DISTRICT MUNICIPALITY



COMMUNICATION STRATEGY 2016/2021

21 MAY 2018

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ACRONYMS

ANC	African National Congress
AG	Auditor General
CAP	Communication Action Plan
CKDM	Central Karoo District Municipality
CO	Communication Objective
CP	Communication Policy
CS	Communication Strategy
DC	District Council
DA	Democratic Alliance
HoD	Head of Department
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
KDF	Karoo Development Force
KGP	Karoo Gemeenskap Party
KPA	Key Performance Area
LED	Local Economic Development
LG TAS	Local Government Turn-Around Strategy
MFIP	Municipal Finance Improvement Programme
NO	National Outcome
RSC	Regional Services Council
SMART	Specific, Measurable, Achievable, Realistic and Time-framed
SLGR	State of Local Government Report
SONA	State of the Nation Address
SOPA	State of the Province Address
SO	Strategic Objective
SWOT	Strengths, Weaknesses, Opportunities & Threats

1. PURPOSE

- 1.1 The purpose of a Communication Strategy (CS) for the Central Karoo District Municipality would be to set a strategic communication agenda and plan that is aligned and supports the achievement of Council's Strategic Objectives (SOs), as captured in the 3rd Generation Integrated Development Plan (IDP) for 2012/2016.
- 1.2 The elements of this strategy come together to bring about coordinated and planned communication that strengthens the Municipality's image and credibility. Such planned communication increases confidence in the Municipality's performance and existence. It will further reflect strong leadership and management of the Central Karoo District Municipality.
- 1.3 Sustainable behavioural change is a long-term proposition and involves, in addition to issues of communication, other factors such as the availability, accessibility and quality of services, the socio-cultural and political context, the level of education and the socio-economic circumstances. All of these factors are to be considered in developing a CS for the Central Karoo District Municipality.
- 1.4 The main responsibilities of the communication function are to:
- Manage the Municipality's communication with the public;
 - Coordination of internal communication;
 - Manage the reputation of the Municipality.

2. BACKGROUND AND INTRODUCTION

- 2.1 Poor communication and poor accountability relationships with communities from Municipal structures has consistently remained at the forefront of government's development challenges. The 2009 State of Local Government Report (SLGR) represents the outcomes of a country wide assessment performed to determine the current state of Local Government. The findings of the report, in respect to public participation and communication, indicate that many Municipalities have been unable to provide effective leadership in developing and communicating a common vision amongst communities and stakeholders.

- 2.2 Municipalities were found to practice inadequate community participation and to be ineffective in mediating expectations, mobilising and supporting communities to tap into state and non-state resources. This stems from the trend of Municipalities to make limited investments in public participation strategies, structures and processing including communication and complaint management systems. In order to improve communication between government and communities, Municipalities must institutionalise communication structures, processes and systems for structured, direct and regular communication with local communities.
- 2.3 A Communication Strategy is, therefore, necessary to enable the Central Karoo District Municipality to address the above short-comings. The Communication Strategy provides the framework for communication planning. It allows the Communication Manager/ Official to establish a framework against which on-going communication decisions are tested. It also produces a profile that can be used to identify the right problems to solve and to prioritise areas or issues for which communication plans are to be developed. The strategy determines what the Communications Unit should be doing (communicating) in support of the Municipality's overall objectives and aligned to Provincial and National Government objectives.
- 2.4 The core function of the CKDM Communication Strategy are to contribute towards the realisation of the following **development objectives** as captured in the Council's Strategic Objectives and underpinned by the principles of transparency, openness, participatory democracy and direct communication with stakeholders:
- To improve and maintain district roads and promote effective and safe public transport for all;
 - To deliver sound administrative and financial services, to ensure viability;
 - To plan to minimise the impact of social ills, disasters and improve public safety in the region;
 - To establish an inclusive tourism industry through sustainable development and market which is public sector led, private sector driven and community based;
 - To build a well capacitated work-force and skilled employable youth and communities;

- To pursue economic growth opportunities that will create decent work;
- To facilitate good governance principles and effective stakeholder participation;
- To promote safe, healthy and socially stable communities in an environment conducive to integrated and sustainable development.

3. LEGISLATIVE BACKGROUND

3.1 Central Karoo District Municipality's Communication Strategy is guided by the State of the Nation Address, the State of the Province Address, the National Key Performance Areas and the Back to Basics Approach. It is also guided by legislation such as:

- Promotion of Access to Information Act, 2 of 2000;
- Municipal Systems Act, 32 of 2003;
- Intergovernmental Relations Framework Act, 13 of 2005;
- Constitution of the Republic of South Africa;
- Chapter 2, Bill of Rights.

4. CENTRAL KAROO DISTRICT MUNICIPALITY PROFILE

4.1 Organisational Overview:

4.1.1 The Central Karoo District Municipality is classified as a "Category C" Municipality serving Local Municipalities in the District, including Beaufort West, Laingsburg and Prince Albert, which are classified as "Category B" Municipalities. The Region in large comprises an area of over 38,854 km² with a population of 73 687 and 20 730 households.

4.1.2 After the elections of 3 August 2016 the DA has 6 Councillors, the KDF one Councillor, ANC has four Councillors and the KGP has 2 Councillors.

- 4.1.3 The Executive Mayoral Committee comprises of:

The Executive Mayor:

The Executive Deputy Mayor:

Full-Time Councillor:

4.2 Institutional Analysis:

- 4.2.1 The District Municipality boasts a loyal staff with dedicated and committed officials in key positions. Many of these officials have extensive years of history and experience with Council. Hence, it is rich in institutional knowledge and expertise. However, due to various constraints, officials are currently faced with tremendous challenges in terms of rolling out and implementing action plans in order to achieve desired strategic objectives.
- 4.2.2 These strategic objectives are captured in the Municipality's IDP for 2012/2016. This essentially translates into Council embarking on a 5-year plan towards a transformed and developmental District Municipality.

4.3 Operational Developments:

- 4.3.1 Central Karoo District Municipality's development and service delivery mandate speaks to the developmental and social needs of communities. The Municipality, therefore, continually strives to successfully render services such as Disaster Management, Roads, Municipal Health and Regional Planning and Tourism Services throughout the Central Karoo District.
- 4.3.2 Various District Forums have been established and are facilitated by the District, creating a platform to enhance and further promote interactions amongst relevant stakeholders, for the development and benefit of the entire Central Karoo District. These include the District Coordinating Forum and Technical Forum as well as the District Public Participation and Communication Forum.

- 4.3.3 The operational part of the strategy would involve developing an implementation plan. This should envisage the elements which are required for successful implementation, including institutional framework, production of communication material, training of human resources, strengthening of institutional capacities, monitoring and evaluation, budget and timetable.

4.4 Vision and Mission Statement:

- 4.4.1 The Central Karoo District Municipality's stated vision and mission are as follows:

VISION:

**Working together in development
and growth**

MISSION:

- **Ensure that future growth improves the quality of life of all**
- **Being financially sustainable**
- **Maintain rural character and create healthy communities**
- **Facilitate economic growth through improving infrastructure and green energy opportunities**
- **Providing strategic leadership and coordination to local municipalities**
- **Uphold principles of good governance for a range of income levels**

4.5 Batho Pele Principles:

4.5.1 The District understands that the achievement of SOs can only be realised by practicing the following Batho Pele principles in order to enhance service delivery:

- 1. Consultation:** Citizens should be consulted about the level and quality of public services they receive and, wherever possible, should be given a choice about the services that are offered.
- 2. Service Standards:** Citizens should be informed what level and quality of public services they will receive so that they are aware of what to expect.
- 3. Access:** All citizens should have equal access to the services to which they are entitled.
- 4. Courtesy:** Citizens should be treated with courtesy and consideration.
- 5. Information:** Citizens should be given full, accurate information about the public services they are entitled to receive.
- 6. Openness and Transparency:** Citizens should be told how National and Provincial Departments are run, how much they cost, and who is in charge.
- 7. Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

- 8. Value for Money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

4.5.2 The CKDM therefore strives to uphold the Batho Pele principles in all activities outlined in this strategy.

5. STRATEGIC OBJECTIVES AND STAKEHOLDERS:

5.1 CKDM's Strategic Objectives:

5.1.1 The strategic objectives flow from strategic planning, which involves the process of defining an organisation's strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

5.1.2 A strategy is a well-planned series of actions aimed at achieving certain objectives through the use of communication methods, techniques and approaches. By definition, this implies that before you embark on a clear communication strategy, you need to have developed clear Strategic Objectives.

5.1.3 In formulating Strategic Objectives that would directly speak to the Vision and Mission statements of the CKDM, discussions centred on how best to respond to the impact it would have on the District and Local Municipalities, as well as communities at large, need to be had. It is also understood that with the view to finding sustainable solutions to the triple challenges of poverty, unemployment and inequality, the following are the CKDM's strategic objectives:

SO 1: To improve and maintain district roads and promote effective and safe public transport for all.

SO 2: To deliver sound administrative and financial services, to ensure viability.

SO 3: To reduce the effects of disaster and improve public safety in the region as a whole.

- SO 4:** To promote healthy and socially stable communities.
- SO 5:** To build a well capacitated workforce and communities.
- SO 6:** To pursue economic growth opportunities that will create decent work.
- SO 7:** To facilitate good governance principles and effective stakeholder participation.

5.1.4 All communication activities emanating from this strategy will be in support of the CKDM's Strategic Objectives as stated above.

5.2 Strategic Stakeholders:

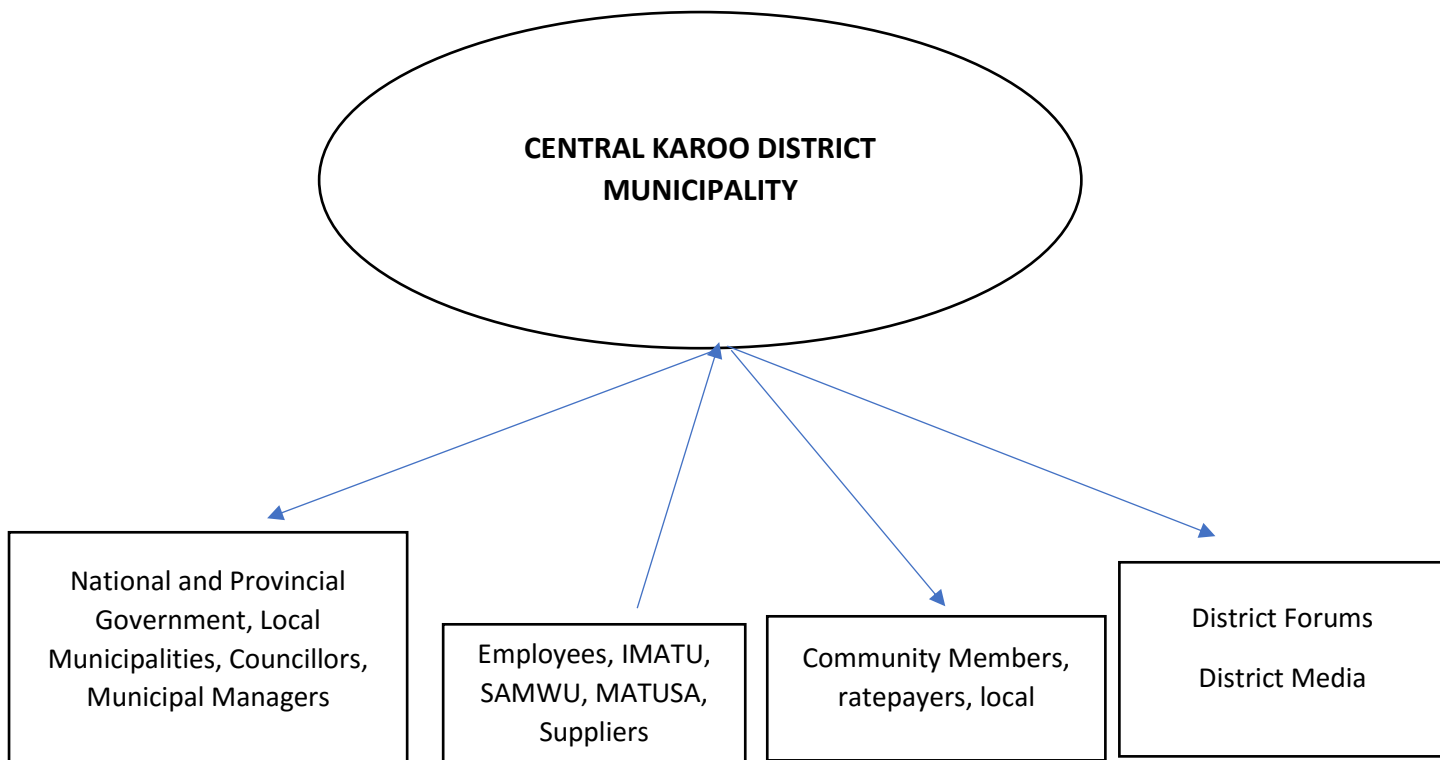
5.2.1 In planning communication activities, it is important to identify the most strategic stakeholders of the district. This process allows for careful consideration of whom communication activities and resources will be spent on. These considerations require an analysis of stakeholders' linkages to the Municipality and are described as:

- **Enabling linkages:** Groups that provide authority to the Municipality and controls its resources (e.g. Provincial and National Government, Executive Directors, Councillors, Municipal Managers, Heads of Departments, etc.).
- **Functional linkages:** Groups that provide inputs to the Municipality (e.g. personnel, unions, forums, etc) and uses its outputs (e.g. community members, local businesses, commercial farmers, NGO's, etc.).
- **Normative linkages:** Links with professional or industry associations. These linkages provide connections to institutions that can assist in solving shared problems (e.g. Forums).

- **Diffused linkages:** Connections to groupings of individuals who are not part of any organisation. Minority relations, media relations, ratepayer associations and environmental relations are attempts to manage linkages with diffused groups.

5.2.2 The CKDM would have to manage **Enabling** and **Functional Linkages** first, as they could create consequences for the Municipality. The strategic objectives cannot be pursued without these stakeholders.

5.2.3 It is the function of the Communication Manager/ Official to select the most strategic stakeholders relevant to the CKDM. The study or selection of strategic stakeholders is crucial since the goal is to facilitate a change in behaviour in order to achieve SO's. A strategic stakeholder map for the Central Karoo District could be illustrated as:



5.3 **SWOT Analysis:**

5.3.1 Considering the context within which the CKDM operates, a SWOT analysis was performed to identify the real issues within the internal and external communication environments. An assessment model for a SWOT analysis could be illustrated as:

STRENGTHS

- Willingness to perform
- Pool of skills / knowledge available
- Low staff turnover
- Political stability
- Nature and beauty of area
- Internal functioning of all departments is effective
- Efficient and effective communication within organization
- Appropriate infrastructure and informal systems
- Good community involvement

WEAKNESSES

- Co-operation / collaboration between municipalities / intergovernmental relations
- Lack of shared vision and risk management
- Existence (justification)
- Communication to all levels
- Finance
- Overlapping of functions between Category B & C Municipalities
- Lack of updated data to do proper planning and implementation
- Bulk water availability

OPPORTUNITIES

- Economic opportunities (N1 / Tourism)
- Ability to develop infrastructure
- Green energy
- Aviation
- Weather and open spaces
- Trades school
- Shared Services
- Underutilized personnel
- Marketing and branding
- Regional LED
- Shale Gas and Mining

THREATS

- Distances
- Economic downturn
- N1-Bypass
- Dumping of dangerous waste
- Crime and unemployment
- Vacant posts and appointment process
- Future of District Municipalities
- Inconsistency in implementation of policies
- Lack of communication

5.4 Communication Challenges/ Issues:

- 5.4.1 Lack of funds for communication activities;
- 5.4.2 No customer care centres;
- 5.4.3 Strategic importance of communications overlooked;
- 5.4.4 Underutilisation of community media;
- 5.4.5 Lack of funds for translation costs of strategic documents, policies, advertisements, newsletters. No dedicated translation or interpreting services, etc.;
- 5.4.6 Lack of communication infrastructure.

6. COMMUNICATION STRATEGY:

6.1 Messages / Themes:

- 6.1.1 Messages and themes will flow from the Municipality's Vision, Mission and Strategic Objectives in accord with the Integrated Development Plan. Messages and themes will also be in line with National and Provincial Government.

National: "Together, moving South Africa Forward"

Provincial: "Better Together"

CKDM: "Working together in development and growth"

6.2 Messengers:

6.2.1 Messengers are Municipal Representatives authorised to represent the Municipality and/or a particular project. The following Messengers will be used as they relate to respective projects and/or events:

Executive Mayor	<ul style="list-style-type: none">• All aspects of Council policy and programmes;• Matters of policy yet to be adopted/ enacted.• Key person for all public participation, unless delegated otherwise.
Speaker	<ul style="list-style-type: none">• All comment relating to Council Rules of Order must come from the Speaker.
Councillors	<ul style="list-style-type: none">• Any area of the Municipal Administration.
Municipal Manager	<ul style="list-style-type: none">• Comment on all activities of the Municipality, except for matters that are policy still to be adopted/ enacted.
Heads of Departments (HoDs)	<ul style="list-style-type: none">• On all aspects of their service areas.• Queries from journalists will be referred to HoD's for comment, clarification or information.• Comment will then go out in the name of the Director unless otherwise.
Municipal Spokesperson	<ul style="list-style-type: none">• He/she will be responsible for the co-ordination of media communication, media conferences, media statements and handling media queries.

6.3 Communication Objectives:

6.3.1 Communication objectives (Cos) should be based on the SMART principle, i.e. objectives should be **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-framed. These make it easier to clearly define what you are supposed to achieve, hence facilitating the monitoring and evaluation process.

6.3.2 In order to ensure the successful and effective implementation of strategies and objectives, the District would have to utilise various platforms and mechanisms, the most important being communication. In the absence of continuous and effective communication, the District would be challenged in achieving desired outcomes. Communication, therefore, would play a fundamental role in effectively realising the District's Strategic Objectives. Upon annual revision of the IDP, the Communication Strategy should also be reviewed to ensure communication objectives are aligned to the CKDM's strategic objectives.

6.3.3 The following table depicts examples of how communication is envisaged to assist the District in achieving desired outcomes:

	<u>Strategic Objective</u>	<u>Communication Strategy</u>	<u>Communication Objective</u>
1.	To improve and maintain district roads and promote effective and safe public transport for all	Create an environment, provide support and build systems to accelerate quality service delivery within District	<ul style="list-style-type: none"> • Utilise awareness campaigns to ensure communities of Roads services and how to access them. • Ensure an effective complaints handling system and customer friendly service centre is available to citizens. • Ensure feedback mechanisms for all stakeholders.
2.	To deliver sound administrative and financial services, to ensure viability	Ensure that communities and other development partners are mobilised to partner with municipalities in service delivery and development initiatives	<ul style="list-style-type: none"> • Ensure informative, professional and regular communication is directed and sustained with communities, civic structures, business and other relevant organisations. • Develop communication activities aimed at investors and local business in the area.

			<ul style="list-style-type: none"> • Raise awareness of CKDM tourism and LED initiatives; upgrading of resorts and EPWP Programmes.
3.	To reduce the effects of disaster and improve public safety in the region as a whole	Ensure internal communication flows in a structured and traceable process with measurable timelines indicated for feedback	<ul style="list-style-type: none"> • Raise awareness and encourage staff and communities to utilise communication platforms. • Ensure regular internal and external communication regarding projects, programmes and the affairs of the Municipality. • Promoting Vision, Mission and Batho Pele Principles.
4.	To promote healthy and socially stable communities	Ensure regular communication regarding the financial affairs of the Municipality's relevant stakeholders	<ul style="list-style-type: none"> • Marketing and implementation of mission statement. • Ensure communication regarding progress in implementation of MFIP to relevant stakeholders. • Communicate outcomes of MFMA, CSC and MPAC meetings.
5.	To build a well capacitated workforce and communities	Create platforms for greater public participation, sharing information and obtaining feedback about CKDM's IDP priorities, challenges and remedial actions	<ul style="list-style-type: none"> • Communicate the plans and services of the CKDM. • Raise awareness of public participation platforms.

			<ul style="list-style-type: none"> • Ensure proactive media relations. • Enhance and promote IGR and ensure alignment between IDPs of District and Local Municipalities. • Support and strengthen communication capacity of all Local Municipalities under the CKDM's area of jurisdiction.
6.	To pursue economic growth opportunities that will create decent work	Ensure platforms are available where communities and stakeholders can be informed around disasters as well as preventative measures	<ul style="list-style-type: none"> • Raise awareness around possible disasters. • Create campaigns around the disaster services provided and how they can be accessed. • Share information and news on Disaster Management.
7.	To facilitate good governance principles and effective stakeholder participation	Ensure that communities are made aware of their rights and obligations as citizens of their respective Municipal areas	<ul style="list-style-type: none"> • Create campaigns around relevant socio-economic and other relevant issues affecting communities. • Provide platforms for interaction and feedback by communities and stakeholders.

6.4 Media Analysis:

6.4.1 Research has an essential role to play at each critical step of the process of planning, implementation and evaluation of a Communication Action Plan. During the planning phase, research could provide necessary strategic information. Research could also be used during the implementation phase for developing messages and materials appropriate to the Municipality's target audience, and eventually for resolving unexpected challenges. Research is both useful and essential in monitoring and evaluating an activity.

6.4.2 In conducting a media analysis, one has to research which channels stakeholders prefer to use, e.g. sms, website, newsletters, loud haling etc. What is convenient or most cost-effective for the organisation is impractical and should not be an option. Research could be conducted either formally or informally.

Formal Research: Can be conducted by using surveys to test stakeholders' preferences for particular channels.

Informal Research: Can be conducted through general conversations and based on personal experience within the Municipality.

6.4.3 In the absence of formal research, informal research revealed that the CKDM currently has access to the following communication channels:

- **e-Mail:** To reach District stakeholders including staff
- **Local Radio:** Radio Gamka Land
- **Internal and External Meetings:** Departmental, Managerial, Steering Committees
- **Press Releases:** As required by the Executive Mayor and/or Municipal Manager
- **Municipal Website:** Newly reviewed and upgraded
- **Meetings/talks with Community:** Regarding campaigns or events in the District
- **Events/Talks in the community:** Regarding various issues of importance and concern

- **Various Fora:**

District task teams, IDP stakeholders, Working Groups, Intergovernmental Fora etc.

- 6.4.4 A municipal newsletter was also developed and is used to communicate key messages from the Municipality. The above communication channels will be used in the implementation of communication activities emanating from this strategy.

6.5 Review of Communication Strategy:

- 6.5.1 It is intended for the Communication Strategy and Action Plan to be reviewed on an annual basis.

7. COMMUNICATION POLICY

- 7.1 The Communication Policy (CP) is the communication protocol, guiding institutional arrangements regarding internal and external communication. The CP primarily covers the division of responsibilities and general guidelines for communicating with various target groups. The CP also provides guidelines with regard to who can act as a spokesperson for the Municipality.
- 7.2 It would be the responsibility of the Communication Manager / Officer to identify and guide the spokesperson as to what is to be communicated, how it is to be communicated, and who the target audience would be. Communication platforms and how these are to be informed or guided, are also to be identified.
- 7.3 These responsibilities and guidelines, once captured in a CP for the CKDM, has to be tabled before Council for consideration and approval. Such CP is also to contain crises and media management techniques.

8. COMMUNICATION ACTION PLAN:

8.1 A Communication Action Plan (CAP) is the master plan for **how to do it**. The CAP implements the CS. It serves as the framework from which communication programmes and campaigns are developed, i.e. communication projects. Communication is not simply a matter of using the organised (mass-) media, however powerful they may be. Communication makes use of other formal and informal channels of communication, including inter-personal channels.

8.2 The CAP should contain objectives that are realistic, precise, measurable, and be expressed in a clear, simple, specific, easy-to-understand timetable. The Municipality is to ensure alignment of such objectives with the Council's SOs, as captured in the IDP.

8.3 Communication activities outlined in the 2018/2019 Action Plan, attached, will utilise the above existing and functional media platforms/channels. It would be the responsibility of the Communication Manager/ Official to decide which channels are appropriate for the intended audience, message and specific communication objective as outlined below:

- **Behaviour / objective of communication:** What change in behaviour is required, what needs to be communicated
- **Audience:** Who needs to be reached
- **Messages:** What message will be appropriate
- **Channels:** Which channels of communication will be most effective in reaching the intended audience
- **Evaluation:** How will the success / failure of the Communication Plan be measured

8.4 These elements will be outlined in the 2018/2019 Action Plan of this strategy.